

**SECRET**

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13 November 1964

MEMORANDUM TO: DAD/NE

SUBJECT : Thoughts on Improving Advanced Weapons  
Estimates with Special Reference to China

1. It begins to appear that one of the elements in the

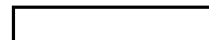
25X1 [redacted] failure may have been a breakdown in communications between the generalists and the scientists. Or more precisely a breakdown somewhere along the line between ONE, our intermediaries in OSI and JAEIC, and the experts in the scientific community. We in ONE did not have the opportunity to confront the real experts whose advice, we now learn, had considerable influence on the various contributions. It doesn't necessarily follow that had we had the opportunity we would have put our finger on the crucial scientific uncertainties; but we might have. For our part, we may have failed to get across to the scientists the urgency the ChiComs attached to nuclear development and the length to which the Chinese would go in improvising and making do.

2. As I mentioned at our earlier meeting, the state of the art on missile developments may be in worse shape than on nuclear matters. This is partly because of personalities and partly because Chinese missilery has not had as much attention focused on it. However, we do have going for us the fact that ORR is in the missile business. (In this connection we have already stirred up a healthy controversy between ORR and OSI regarding SAMs in China.)

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3. To shore up our lines of communication, it seems to me, would require that the ONE staff inject itself into the estimates process well down the line. This would mean tuning in on what various specialists and outside consultants are told, and satisfying ourselves that they heard aright and absorbed what they were told. It would also doubtless entail pursuing the experts and probing their findings. As you observed at our last meeting, we still could not rest assured that we had asked all the right questions of all the right people. Furthermore, such a procedure would have a high potential for bureaucratic frictions of one sort and another. As you can see we would be biting off quite a mouthful. Nevertheless, it probably would be worth a try; but it ain't going to be easy.

  
ONE/FE

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